

**ISTANBUL TECHNICAL UNIVERSITY ★ GRADUATE SCHOOL OF SCIENCE**  
**ENGINEERING AND TECHNOLOGY**

**THE ROLE OF DISTRIBUTIVE JUSTICE AND WORK ENGAGEMENT AS  
THE ANTECEDENTS OF AFFECTIVE COMMITMENT AND JOB  
PERFORMANCE: AN EMPIRICAL STUDY IN A BANK**

**M.Sc. THESIS**

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**Management Engineering Programme**

**Thesis Advisor: Dr. İdil Vedia EVCİMEN**

**JANUARY, 2015**



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**İSTANBUL TEKNİK ÜNİVERSİTESİ ★ FEN BİLİMLERİ ENSTİTÜSÜ**

**KURUMA BAĞLILIK VE PERFORMANS ÖNCÜLLERİ OLARAK  
DAĞITIMSAL ADALET VE İŞE ADANMIŞLIĞIN ROLÜ: BANKA'DA  
AMPİRİK BİR UYGULAMA**

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*To my family,*



## **FOREWORD**

Throughout the process of writing my thesis, I obtained much help and encouragement from my supervisor Doctor İdil Vedia Evcimen. I wish to take this opportunity to express my sincere gratitude to her.

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## **ABBREVIATIONS**

<b>SPSS</b>	: Statistical Package for the Social Sciences
<b>WE</b>	: Work Engagement
<b>AC</b>	: Affective Commitment
<b>OC</b>	: Organizational Commitment
<b>J</b>	: Justice
<b>H</b>	: Hypothesis





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# **THE ROLE OF DISTRIBUTIVE JUSTICE AND WORK ENGAGEMENT AS THE ANTECEDENTS OF AFFECTIVE COMMITMENT AND JOB PERFORMANCE: AN EMPIRICAL STUDY IN BANK**

## **SUMMARY**

Companies which are in the business of service and production need to focus on human resources in order to keep up with the competitive global world.

Therefore, it is quite significant for companies to manage their human resources in an efficient manner in order to keep their sustainability in industry and compete globally with other companies. Besides the efficient recruitment, companies need to provide means for employees to have them reveal their self-potential and handle processes which increase the commitment of employees to their company and work.

Nowadays, most companies do various researches to increase the performance of their employees. Employees' loyalty to companies and their engagement to work play a significant role in their performance. Furthermore, latest research has indicated that the perception of justice plays a key importance in increasing employees' performance and their commitment to company.

In this thesis we investigated two key issues which primarily play an important role in employee performance and commitment to company: the perception of justice and work engagement. In this thesis, we showed that, there is a strong correlation between the employees' perception of justice and their commitment to company and also employees' creative and adaptive performance.

In the thesis, we also set hypotheses which defends that engaged employees having strong commitment to their company have better performance in their work. In addition, we set another hypothesis which defends that there is a direct effect of work engagement to creative and adaptive performance.

In order to verify the hypotheses and make analysis, we collected data from one of the leading companies in banking industry in Turkey. To figure out the perception of justice and work engagement which play a key role in commitment and performance in a company, we conducted a survey among 300 employees and made use of 83 survey results in our analysis.

In the thesis, we investigated the variables subject to our thesis in literature and proposed our hypotheses. After evaluating survey results using SPSS, employees' perception of justice has a direct effect on their commitment to company and increased the creative and adaptive performance of them consequently. Contrary to some literature work, we obtained no direct relation between employees' distributive perception of justice and their performance.

In addition, with the increase of employees' level of work engagement increases their commitment to company. We also showed in our hypothesis that these employees have better creative and adaptive performance. Furthermore, we figured out that

tenure in sector and tenure in Bank of employees has impact on their trust in company and perception of justice.

This thesis presents a framework for Banking industry that, for gaining competitive advantage, besides the companies serve the fair place for work in terms of distributive justice, they should focus on work engagement and commitment to get better and creative performance from the employees.

## **KURUMA BAĞLILIK VE PERFORMANS ÖNCÜLLERİ OLARAK DAĞITIMSAL ADALET VE İŞE ADANMIŞLIĞIN ROLÜ: BANKA'DA AMPİRİK BİR UYGULAMA**

### **ÖZET**

Globelleşen dünyada artan rekabet koşullarına adapte olabilmek için, hizmet ve üretim sektöründe işletmelerin insan kaynağına odaklanmalarının gerekliliği en çok ilgi gören konulardan biridir.

Günümüzde işletmeler artan rekabet koşullarına ayak uydurabilmek, hizmet verdikleri sektörde sürekliliği sağlamak, ulusal ve uluslararası alanda rekabet avantajı elde edebilmek için sahip olduğu insan kaynağının doğru ve etkin kullanımı gitgide önem kazanmaktadır.

İşletmeler için doğru insan kaynağını bulup işe almanın yanısıra, çalışanın sahip olduğu potansiyeli dışarı çıkartıp performansı artırmanın, çalışanı kuruma ve işe bağlayacak şekilde süreçlerini yönetmesi önem arz etmektedir.

Günümüzde bir çok işletme çalışanların performanslarını artırmak için çeşitli çalışmalar yapmaktadır. Çalışanların performansının artması için, kuruma olan bağlılıklarının derecesi, işe adanmışlığın rolü önemlidir. Ayrıca son dönemde yapılan çalışmalar, çalışanların performanslarının artırılması ve kuruma olan bağlılıklarının güçlendirilmesinde çalışanlarının adalet algısının önemli olduğunu ortaya koymuştur.

Bu çalışma ile çalışanların performansını artırılmasının ve kuruma olan bağlılıklarının öncülleri olan işe adanmışlık ve adalet algısının rolü incelenmiştir.

Öncelikli olarak çalışanların adalet algısının ve işe adanmışlık seviyelerinin etkilerini inceleyen çalışmalar incelenmiş, performans ve kuruma bağlılık çıktılarının öncülleri araştırılmıştır.

Literatur ve daha önce yapılan çalışmalar kapsamında, hizmet sektöründe hizmet veren banka çalışanlarının dağıtimsal adalet algılarının (distributive justice) ve işe adanmışlık seviyelerinin, çalışanların adaptasyonel ve yaratıcı performanslarına etkisi ile kuruma olan bağlılık ilişkisinin açıklanması amaçlanmıştır.

Çalışma kapsamında Türkiye'nin sektöre öncülük eden Bankalarından biri olan özel bir Banka'daki çalışanların adalet algısı ve işe adanmışlıklarının rolü incelenmiştir. Çalışmada aynı kurum kültürüne sahip bireylerin algılarının incelenmesi amaçlanmış olup, çalışma tek banka ile sınırlandırılmıştır.

Performans ve kuruma olan bağlılık öncülleri olan adalet algısının ve işe adanmışlığın rolünü öğrenmek için yaklaşık 300 firma çalışanına anket iletilmiş ve 83 yanıt analizlerde kullanılmıştır.

Çalışmada çalışanların adalet algısının, kuruma olan bağlılığı ile buna bağlı olarak çalışanların adaptasyonel ve yaratıcı performansları ile pozitif yönde bir ilişki

olduğu, işe kendini adanmış çalışanların kuruma bağlılıklarının artması ile birlikte performanslarına da pozitif yönde bir etki bulunacağına dair hipotezler kurulmuştur.

Ayrıca işe adanmışlığın adaptasyonel ve yaratıcı performance direkt etkisi olacağı yönündeki hipotez de çalışmada belirtilmiştir.

Çalışmaya konu olan değişkenlerin literatürdeki çalışmaları incelendikten sonra ve çalışmanın hipotezleri sunulmuştur. Farklı departman ve pozisyonlarda çalışan kişilerden alınan anket verileri öncelikli olarak güvenilirlik analizi ile test edilmiş. Güvenilirliği artırmak için sorulardan biri çalışmadan çıkarılmıştır.

Güvenilirlik analizi sonrası çalışmaya konu olan değişkenler SPSS ile yorumlanmıştır. Öncelikli olarak değişkenler arasındaki korelasyon ilişkisi incelenmiştir. Korelasyon matrisinde hipotezlerde sunulan değişkenlerin birbiriyle ilişkili olduğu (tek bir hipotez hariç) desteklenmiştir.

Çalışma kapsamında Bankada çalışanların adalet algısının işe adanmışlık seviyeleriyle ilişki içerisinde olmadığı sonucu çıkmıştır. Konuyla ilgili daha önce yapılan çalışmalarda adalet kavramının bileşenleri olan “dağıtımsal adalet” algısının nadir incelendiği, işe adanmışlık düzeylerinin çalışanların “yöntemsel adalet” algılarıyla daha çok ilişkili olduğu çalışılmıştır.

Korelasyon analizi sonrasında, çalışmada sunulan hipotezler regresyon analizi ile analiz edilmiştir. Analiz sonucunda, çalışanların adalet algısının kuruma olan bağlılıklarını pozitif yönde etkilediği, buna bağlı olarak çalışanların yaratıcı ve adaptasyonel performanslarının arttığı görülmüştür. Servis sektöründe yapılan çalışmada, banka çalışanlarının adalet algısının kuruma olan bağlılıklarına direkt etkide olduğu, kurumdaki adalet algısına güvenen çalışanların kuruma bağlı hissettikleri ve yaratıcı ve adaptasyonel performanslarına pozitif etkide bulunduğu hipotezlerle de desteklenmiştir.

Ayrıca regresyon analizi ile çalışanların işe bağlılık düzeylerinin, çalışanların kuruma bağlılıklarına da etki ettiği ve buna bağlı olarak yaratıcı ve adaptasyonel performans gösterdikleri desteklenmiştir.

Ek olarak Banka çalışanlarının çalışma sürelerinin (tenure) kuruma duydukları güven ve adalet algısına etkisi olduğu tespit edilmiştir. Bankada ya da finans sektöründe uzun yıllar çalışan bireylerin adalet algısının, daha kısa süredir çalışan bireylere göre daha düşük olduğu sonucuna varılmıştır.

Anket verilerinin analizi sonrasında, analiz sonuçları literatürdeki daha önce yapılan çalışmalar ile karşılaştırılmıştır. Sonuç olarak, biri hariç tüm hipotezler çalışma kapsamında desteklenmiştir.

Gelecek çalışmalarda, daha fazla sayıda çalışanlardan alınan verilerin değerlendirilmesi uygun olacaktır. Ayrıca bu çalışmada tek bir kurum kültürüne sahip olan bireylerin algılarının ölçülmesi amaçlanmış olsa dahi, aynı sektörde hizmet veren birden çok Bankadan alınan verilerin incelenmesi çalışmaya başka bir boyut kazandırabilecektir. Ek olarak çalışanların adalet algısı özellikle Türkiye’de kamu sektörü ve özel sektör arasında farklı olabileceğinden, gelecekteki çalışmalar kamu sektöründeki işletmeleri de inceleyerek çalışmanın kapsamını genişletebileceklerdir.



Sonu olarak řirketlerin insan kaynađına verdiđi nemin artırılması, alıřanların adalet algısını glendirecek srelerin tasarlanması, alıřanların performanslarını artırmak iin sorumlu oldukları iřlerine ve kuruma gl bir aidiyet hissi oluřturmalarına imkan verecek ynetim anlayıřına odaklanılmalıdır.



## **1. INTRODUCTION**

Today, times are changing and the change is fast. The only thing that remains constant in organizational life is “change”. Organizations are becoming more and more flexible and self-designing. As a result, the future effectiveness of most organizations increasingly depends on the human resources (employees of the organization) that the organization have as the building agents.

Companies have to make a difference to survive in the competitive environment in the face of increasing competition. Therefore, companies give importance to human resources, more and more every day and try to increase their productivity. Human resources are the main determinant of the success and failure of firms. Performance evaluation studies in human resources management is gaining importance day by day. Because, increasing the performance of employees is the most important thing for organizations. Another important factor for organizations is to keep employees with high job performance in the company.

### **1.1 Purpose of Thesis**

The aim of the study was to explain the role of distributive justice and work engagement as an antecedents of job performance (adaptive and creative) and affective commitment of employees in a bank in the service sector. First, the literature has been examined to develop the background of organizational commitment, job performance, justice and work engagement. It was followed by the conceptual model and hypotheses that were tested in one of the leading Bank in service sector in Turkey. The results from the empirical study were explained and discussed. Finally, the implications and limitations of this study were discussed.

## **1.2 Research Question**

The aim of this study was to investigate what are the role of employees' perception of distributive justice and their work engagement as the antecedents of job performance and affective commitment. It was also aimed to understand how commitment of employees affect the job performance.

## **2. LITERATURE REVIEW**

This section involves theoretical definitions of the variables, and a review on researches. Firstly the dependent variables were explained which were job performance and organizational commitment. Thereafter, the independent variables which were justice and work engagement and the relationship between dependent and independent variables were explained.

### **2.1 Job Performance**

Job performance is investigated based on the classification of Colquitt et al. (2012) , who divide performance into task performance, creative performance and adaptive performance.

According to recent studies Scotter (2000) task performance is in-role behavior and part of the formal job-description, where as adaptive and creative performance is extra-role behavior. In this study that's why creative and adaptive performance was chosen to understand the antecedents of it. In this study job performance represents creative and adaptive performance/ Task performance did not considered scope of this study, because task performance involves well-known responses to demands that occur in normal. In this study extra role performance was investigated with adaptive and creative measures.

In this study job performance refers to `self rated job performance`. The major reasons for use of self-appraisals comes from the trend toward the use of a developmental focus. This places major emphasis on the personal growth, self-motivation, and organizational potential of the employee.

#### **2.1.1 Task performance**

Task performance is defined as ‘supporting the core of the organization either by executing its processes or by maintaining and servicing its requirements’ (Motowidlo & Van Scotter, 2000). Routine task performance involves well-known responses to demands that occur in a normal/routine or otherwise . in these cases employees tend

to behave in more or less habitual or programmed ways that vary little from one instance to another (Colquitt et al. (2012).

According to recent study of Christian, Garza, and Slaughter (2011) conducted a meta-analysis that revealed that work engagement was positively related to task performance.

### **2.1.2 Adaptive performance**

According to Colquitt et.al (2012), adaptive performance involves employee responses to task demands that are novel, unusual, or unpredictable.

Adaptive performance can be understood as in-role performance in a change context. According to studies of Pulakos, Arad, Donovan, and Plamondon (2000), they developed an eight-dimension behavioral taxonomy for adaptive performance, including such aspects as learning new tasks, technologies and procedures, handling work stress, demonstrating interpersonal adaptability and creative problem solving.

In this study our approach to adaptive performance is different from this and other general conceptualizations (e.g., Griffin & Hesketh, 2003) in that we view adaptive performance as a specific measure of change-related behavior. In terms of that, it was asked to participants the survey questions like 'I can handle with unpredictable situations about my work.

### **2.1.3 Creative performance**

Creative performance is the generation of products, procedures, or ideas that are considered to be original or novel and potentially useful (Amabile, 1988). According to Colquitt et al. (2012) creative performance is the degree to which individuals develop ideas or physical outcomes that are both novel and useful.

Creative performance is an individual level construct, so managers generally assess the work of a single employee to determine how much creative value they contribute.

In a practical sense, creativity is related to thinking contrary to the conventional that results in uncommon contributory outputs for both the individual and the organization (Perry-Smith & Shalley, 2003). Thus, employees can individually produce novel and appropriate new ideas related to various processes, procedures, and products in different types of work settings and structures.

In this study beside adaptive performance, creative performance was also chosen to investigate the antecedent of it in terms of work engagement and affective commitment.

## **2.2 Organizational Commitment**

According to literature review, the most common classification that has been widely used in organizational commitment field belongs to Meyer and Allen (Cetin, 2006, p.78). Meyer and Allen proposed a three dimensional organizational commitment model, which are labeled as affective, continuance and normative commitment. Meyer and Allen distinguished between these different forms of organizational commitment because each form has different implications on behavior. Each of the components ties the employees to their organization, but the nature of the bonding is different (Meyer and Allen, 1991, p.67). Also, each dimension describes a core aspect of organizational commitment.

In this study affective commitment was focused on. 1. Because it was indicated that the emotional attachment to an organization. In this study one of the aim was to understand how affective commitment of employees affect positive outcomes such as job performance. The third variable work engagement, it represents how employees connected with their job. Also Allen and Meyer (1990) define affective commitment as an emotional attachment and identification with and involvement in the organization. This component includes a feeling of belonging and sense of psychological attachment to the target of commitment (Hartman and Bambacas, 2000).

### **2.2.1 Affective commitment**

Affective commitment is the affective component of organizational commitment and is defined as an employee's level of organizational identification as well as feelings of attachment to and high degree of involvement in the organization (Allen & Mayer, 1990).

Affectively committed individuals "want to" remain with the organization because they are emotionally attached to the organization. This emotional attachment arises from favorable job conditions and met expectations. Affective commitment results from value congruency between the individual and the organization. Researchers

identified the antecedents of affective commitment which help create rewarding situations for employees. The antecedents include job characteristics, perceived organizational support, involvement in goal setting and decision making processes (Ugboro, 2006, p.235).

Affective commitment has been also related to personal characteristics, organizational structures and work experiences, for example pay, supervision, role clarity and skill variety. Meyer and Allen (1991, p.75) concluded that why affective commitment should affect behavior is not always explicit but it is likely that affective commitment reflects equity and expectancy considerations in a general psychological orientation.

### **2.2.2 Continuance commitment**

Continuance commitment relates to perceived costs of leaving and perceived lack of alternatives (Allen and Meyer, 1990, p.2). Continuance committed individuals, on the other hand, feel that they "have to" remain with the organization because they need the benefits that they get from the organization and also it would be difficult for them to find another job. Self-interest is the leading criterion in the development of continuance commitment (Zin, 2004, p.327).

Meyer and Allen (1991, p.71) suggested that continuance commitment can be affected by anything that makes leaving the organization more difficult and identified two antecedents such as lack of alternative employment opportunities and investments. In order to prevent untimely leavings from the organization, organizations have developed regulations such as promotion based on tenure, pensions and sick leave in the past.

Alternatives signify convenient and suitable other work opportunities. However, perceptions of few alternatives may have different effects on individuals. It may have a negative effect on the commitment of those who are dissatisfied with their current work situation and may have a positive effect for those who are satisfied with their work situation (Kallmann, 2000, p.93).

### **2.2.3 Normative commitment**

Normative commitment is based on a belief that one has a responsibility to an organization, that one "ought" to be committed to an organization. This component



of 70 commitment has also been termed "moral" commitment (Jaros, Jermier, Koehler, and Sincish, 1993) and reflects an individual's perception of norms, behavior that is considered to be acceptable.

Normative commitment is "concerned with the obligation employees feel to remain with an organization and it is paralell with the definition of Wiener. Wiener (1982) described commitment as behaving in a way that meets organizational interests because of internalized normative pressures and suggested that individuals demonstrate normative commitment behaviors because he/she it is the moral or right way to do so. It may also increase with rewards in advance such as training, paying college tuition and consideration of special needs such as forgiveness for missed deadlines due to personal commitments.

Recognition of these rewards may affect employees feeling an obligation to reciprocate and the duration of extra effort. Normative commitment may last only until the debt is perceived to be paid and is subject to rationalization if other circumstances change (Meyer and Allen, 1991)

### **2.3 Organizational Justice**

A careful examination of the organizational justice literature demonstrates three distinct dimensions. In other words, it is a multi-dimensional construct that describes the role of fairness in an organizational context. Organizational justice is defined as the impact of justice on effective organizational functioning and is best conceptualized as three distinct dimensions; procedural, distributive and interactional (Colquitt, 2001). Interactional justice is composed of interpersonal and informational justice dimensions (Moliner et al., 2008). Employees with favorable perceptions of organizational justice report positive job outcomes (e.g., Kim, Ok, & Lee, 2009; McFarlin & Sweeney, 1992). Even though these dimensions are correlated, they are accepted as distinct of the justice construct. In the next section, the types of justice are defined

### **2.3.1 Distributive justice**

Employees' perceptions of distributive justice emerge from their assessments of fairness regarding pay levels, work schedules, and work assignments (Greenberg, 1990). Kim, Ok et al. (2009, p. 183) state, "To judge the fairness of distributive outcomes, employees would compare their rewards with those of comparable others through a lens of contributions made to earn those rewards." This assessment is important for employees, because they want to learn whether the management of the organization has a fair distribution of work rewards.

Studies have indicated that employees with favorable perceptions of distributive justice experience lower burnout (Brotheridge, 2003), are engaged with their jobs (Schappe, 1998), have affective commitment to the organization (McFarlin & Sweeney, 1992).

According to Erdogan (2002); when individuals perceive inequity, they modify their effort, or change their perceptions of inputs or outcomes. In performance appraisals, individuals compare their efforts with the rating they received and the fairness of the rating constitutes distributive justice perceptions. Even though distributive justice is based on equity theory, it is not clear whether studies of distributive justice capture all forms of inequity.

According to previous studies (e.g Konovsky & Cropanzano, 1991; Robbins, Summers, & Miller, 2000; Sweeney & McFarlin, 1993) distributive justice is not strong predictor of performance and broader organizational perceptions.

Distributive justice was chosen in this study to understand how the employees of who work for finance sector distributive justice perceptions influence their job performance and affective commitment.

### **2.3.2 Procedural justice**

According to Erdogan (2002, p. 557), procedural justice is related to "the fairness of procedures by which performance is evaluated." Employees are interested in having a control over the outcomes. When there are fair procedures in an organization, employees have the opportunity to assess and have control over outcomes.

Greenberg (2004) states that voice in decision making, opportunity to correct errors of judgment, equal and unbiased application of the rules, and decisions made on the basis of accurate information are sources of procedural justice in organizations.

Employees with favorable perceptions of procedural justice in an organization are engaged with their work and thus have high levels of affective organizational commitment and elevated levels of in-role and extra-role performances in the workplace (Karatepe, 2011).

Studies also show that the presence of fair procedures in an organization leads to lower burnout (Brotheridge, 2003), higher job satisfaction and affective organizational commitment (McFarlin & Sweeney, 1992), heightened in-role and extra-role performances (Aryee, Chen, & Budhwar, 2004; Niehoff & Moorman, 1993), and lower turnover intentions (Aryee, Budhwar, & Chen, 2002).

### **2.3.3 Interactional justice**

Interactional justice consists of two components: interpersonal justice and informational justice.

As stated by Colquitt, Conlon, Wesson, Porter, & Ng (2001, p. 427), interpersonal justice is related to “the degree to which people are treated with politeness, dignity, and respect by authorities or third parties involved in executing procedures or determining outcomes”, while informational justice is related to “the explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion.”

Previous researches shows that interpersonal and informational justice dimensions have positive job outcomes, such as job satisfaction, organizational commitment and less intention to leave the organization (Colquitt et al., 2001).

In addition, organizational justice has been used in service recovery efforts in predicting complainant satisfaction and loyalty. Research showed that customers’ favorable perceptions of distributive, procedural, and interactional justice in service recovery efforts increased their satisfaction and loyalty (Karatepe, 2006).

## **2.4 Work Engagement**

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor is characterized by high levels of energy and mental resilience while working. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, and challenge. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (see also, Schaufeli and Bakker, 2004). In short, engaged employees have high levels of energy and are enthusiastic about their work. Moreover, they are often fully immersed in their work so that time flies (May et al., 2004).

According to Demerouti & Cropanzano, (2010) work engagement is suggested to be beneficial for both the individual and the organization as it is expected to influence how individuals do their work and fulfill their work tasks.

Study of Maslach et al. (2001) states that fairness and justice is also one of the work conditions in the work engagement model. A lack of fairness can exacerbate burnout and while positive perceptions of fairness can improve work engagement. In this study it was aimed to investigate how the employee's specifically distributive justice perception affects work engagement.

Several recent studies have indeed shown that work engagement is positively related to job performance (Demerouti & Cropanzano, 2010). For example, Bakker and Bal (2010) showed that engaged teachers received higher ratings from their supervisors on in-role and extra-role performance, indicating that engaged employees perform well and are willing to go the extra mile. Salanova et al. (2005) conducted a study among personnel working in Spanish restaurants and hotels.

According to studies of Albrecht (2011) and Ahmad et. Al (2005) indirect, mediated or partially mediated effects can be extrapolated from previous research which has demonstrated significant relationships work engagement and organizational commitment specifically affective organizational commitment.

In this study work engagement has been defined as one variable. The components of it which was indicated by Schaufeli et al (2002) were not determined one by one.

### **3. THE FRAMEWORK AND HYPOTHESES**

#### **3.1 Overview of the Framework**

The aim of the study was to explain the role of affective commitment and work engagement as antecedents of job performance (adaptive and creative) and affective commitment of employees in a bank in the service sector.

According to literature review and findings from the recent researches, the four dimensions were focused to understand the relationship between job performance and other antecedents to related commitment, engagement and justice.

The first variable of the model was employee's distributive justice perception. With this study, it was aimed to understand how employee's justice perception influence their commitment to organization and work engagement and their job performance. Distributive justice was chosen because of that type of justice was the essential when compared the other types of justice. Perception of distributive justice affected employees' satisfaction with performance. Previous studies indicated that if employees perceive performance appraisal distributively fair, they will not give importance its procedural and interactional fairness. Also previous studies showed that there was direct relationship between distributive justice and commitment of employees. When employees do not perceive the justice distributively, their commitment was low and their turnover intention was high.

The second variable affective organizational commitment shows employee's commitment to company. In this study affective commitment was focused on. Because it was indicated that the emotional attachment to an organization. In this study one of the aim was to understand how affective commitment of employees affect positive outcomes such as job performance. The third variable work engagement, it represents how employees connected with their job.

The other variable was job performance. It contains adaptive and creative performance. Task performance did not considered scope of this study, because task performance involves well-known responses to demands that occur in normal. In

this study extra role performance was investigated with adaptive and creative measures.

Besides these independent and dependent variables, in this study it was also aimed to understand how demographic values affect the antecedent of job performance.

### **3.2 Hypothesis**

In this section the theoretical model which was developed from the discussions made in the literature review, and the hypotheses will be presented.

#### **3.2.1 The relationship between work engagement and affective commitment**

Affective commitment is the affective component of organizational commitment and is defined as an employee's level of organizational identification as well as feelings of attachment to and high degree of involvement in the organization (Allen & Mayer, 1990).

In addition to affective commitment, organizational commitment comprises two other forms of commitment: continuance and normative commitment. Importantly, among the three forms of organizational commitment, affective commitment is the strongest predictor of outcomes of interest to organizations such as turnover intentions, absenteeism, job performance (Meyer, Stanley, Herscovitch, & Topolnytsky 2002).

As it has been investigated in the literature; such indirect, mediated or partially mediated effects can be extrapolated from previous research which has demonstrated significant relationships work engagement (Ahmad et al., 2005) and affective commitment (Albrecht, 2011)

There has been a very significant spike in academic and practitioner interest in work engagement over the past five to ten years (Albrecht, 2010) and there is increasing evidence linking employee engagement to a range of important organizational outcome variables. Work engagement has been shown to influence affective commitment across a diverse range of occupations.

According to study of Hallberg and Schaufeli (2006), reported moderately strong correlations between engagement and commitment within a sample of 176 Swedish ICT consultants and a sample of 150 police officers.

Based on the prior researches, it has been known that there is a positive relationship between work engagement and affective commitment.

**H<sub>1.1</sub>:** There is a positively relationship between work engagement and affective commitment.

**H<sub>1.2</sub>:** Work engagement is predictor of affective commitment

### **3.2.2 The relationship between work engagement and job performance**

Work engagement is one of the important antecedents of job performance variable. Several recent studies have indeed shown that work engagement is positively related to job performance (Demerouti & Cropanzano, 2010).

According to study of Bakker and Bal (2010) showed that engaged teachers received higher ratings from their supervisors on in-role and extra-role performance, indicating that engaged employees perform well and are willing to go the extra mile.

Research of consequences of work engagement has shown its relationship with positive outcomes such as job satisfaction, low absenteeism, low turnover and high organizational commitment and performance (Schaufeli et al., 2002; Salanova et al., 2003; Schaufeli and Bakker, 2004; Jones and Harter, 2005).

According to study of Salanova et al. conducted a study among personnel working in Spanish restaurants and hotels. Employees (N=342) from 114 service units (58 hotel front desks and 56 restaurants) provided information about organizational resources, engagement, and service climate. Customers (N=1,140) from these units provided information on employee performance and customer loyalty. The findings showed that organizational resources and work engagement predicted service climate, which in turn predicted employee performance.

The relationship between work engagement and job performance has been studied by many researchers, in this study it was also analyzed the relationship between work engagement and adaptive performance; the relationship between work engagement and creative performance. In this study task performance did not analyzed

specifically, because task performance involves well-known responses to demands that occur in normal. (Collquitt et. Al, 2012) It is hypothesized as follows:

**H<sub>2,1</sub>:** There is a positive relationship between work engagement and job performance

**H<sub>2,2</sub>:** Work engagement is predictor of job performance

### **3.2.3 The relationship between distributive justice and job performance**

There are empirical studies demonstrating that such organizational justice dimensions are directly linked to performance and turnover intentions (Aryee et al., 2004; Hemdi & Nasuridin, 2008; Lee et al., 2010) These studies investigated all organizational justice dimensions including procedural, interpersonal, and distributive justice on their studies.

According to Rich et al. (2012) procedural, interpersonal, and distributive justice were each significantly related to affect on job performance based on trust.

According to some studies there was not direct relationship between distributive justice and job performance. They were related with each other but there were another mediator between these variables. In study of Erdogan (2002) consequently, procedural, interactional, and distributive justice perceptions may be indirectly related to individual performance.

Based on the recent studies, there was relationship between employees justice perception and their job performance. But with these study it was analyzed how the relationship is.

**H<sub>3,1</sub>:** There is a positive relationship between employees distributive justice perception and adaptive and creative performance of employees.

**H<sub>3,2</sub>:** Distributive justice is the predictor of adaptive and creative performance.

### **3.2.4 The relationship between work engagement and distributive justice**

According to Saks et al. (2006) the effect of justice perceptions on various outcomes might be due in part to employee engagement. In other words, when employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by giving more of themselves through greater levels of engagement. On the other hand, low perceptions of fairness are likely to cause employees to withdraw and disengage themselves from their work roles.



Fairness and justice is also one of the work conditions in the Maslach et al. (2001) engagement model. A lack of fairness can exacerbate burnout and while positive perceptions of fairness can improve engagement (Maslach et al., 2001).

When the organizational justice perception including all variables investigated, there was significant relationship between justice perception and work engagement. But when the components of justice were investigated individually, procedural justice was more positively related with work engagement Saks et al. (2006).

In this study, although recent studies focus on procedural justice and work engagement, even the literature has limits about distributive justice and direct relation to work engagement. It is hypothesized as follows:

**H<sub>4/1</sub>:** There is a positive relationship between the perception of distributive justice and work engagement.

**H<sub>4.2</sub>:** Distributive justice is the predictor of work engagement.

### **3.2.5 The relationship between distributive justice and affective commitment**

Procedural justice has been found to have a significant positive relationship with organizational commitment (Cohen-Charash & Spector, 2001; Colquitt et al., 2001). In their two-factor model, Sweeney and McFarlin (1993) suggested that procedural justice is a better predictor of organizational commitment when compared with distributive justice.

Although procedural justice is a better predictor of organizational affective commitment, previous research has revealed that distributive justice also has a significant effect on organizational affective commitment (McFarlin & Sweeney, 1992; Randall & Mueller, 1995). However, only a few studies have examined how distributive justice affects organizational affective commitment (e.g. Fasolo, 1995; Moideenkutty et al., 2001).

According to (Mueller, Iverson, & Jo, 1999), when distributive justice is operationalized more broadly to include other work outcomes such as promotions and job security employees should feel more strongly that outcome fairness is related to the organization's discretion. Cropanzano and Ambrose (2001) also made the point that pay should not be considered as the only outcome in the employee–organization relationship.

In Hong Kong, employers are powerful and often play a dominant role in the workplace (Ngo, Tang, & Au, 2002). Local employees are instrumental and sensitive to the organization's discretion over reward allocation. The cross-cultural study of Pillai, Williams, and Tan (2001) also found that distributive justice, but not procedural justice, was related to organizational trust of the Hong Kong sample

The following hypothesis was put forward:

**H<sub>5.1</sub>:** There is a positive relationship between the perception of distributive justice and affective commitment.

**H<sub>5.2</sub>:** Distributive justice is the predictor of affective commitment.

### **3.2.6 The relationship between organizational commitment and job performance**

The higher level of communication in organization led to higher level of commitment and there by increased performance (Chen, Silverthorne and Hung 2006).

Chen, Silverthorne and Hung (2006) studied the relationship of the organizational commitment, communication and job performance. Their research findings indicated that there are positive relationships between organizational communication, organizational commitment and job performance. This finding suggested that companies processes in order to strength their accounting professionals' organizational commitment and job performance.

(Clarke, 2006) studied the commitment and performance in UK based health care units and found that commitment may play a significant role specifically with performance outcomes. The researcher found that statistically both affective and normative forms of commitment have significant impact on performance. Affective commitment was positively related to job performance.

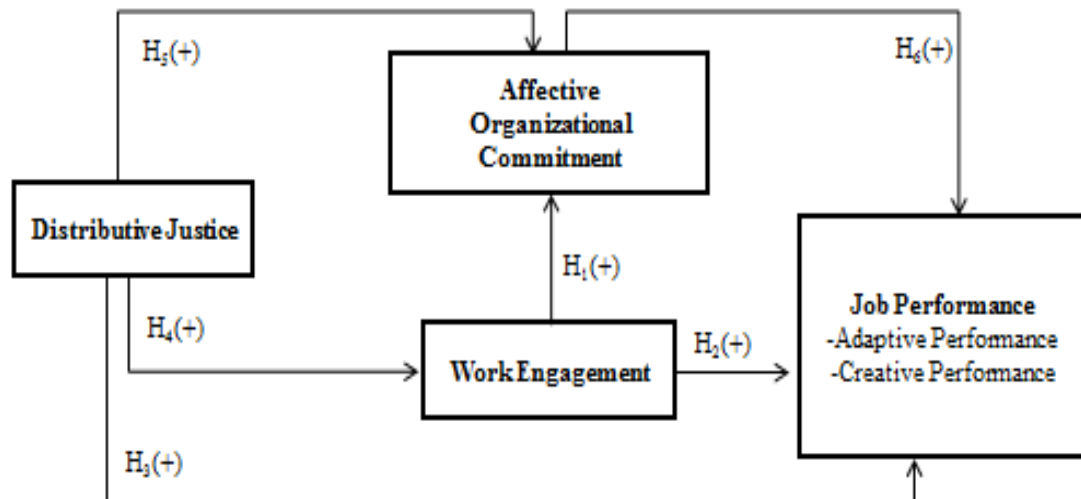
The above literature review reveals that there is some definite relationship exists between organizational commitment and employee's job performance.

It was hypothesized as the following:

**H<sub>6.1</sub>:** There is a positive relationship between affective and employee's adaptive and creative job performance.

**H<sub>6.1</sub>:** Affective commitment is the predictor of employee's adaptive and creative job performance.

According to literature view and recent studies, the model of this study was represented as Figure 3.1.



**Figure 3.1 :** Contextual Framework

## **4. METHODOLOGY**

In this section the research method was analyzed and explained with the collected data. For analyzing data, SPSS 20.0 packaged statistical data analysis tool was used. Reliability analysis, correlation matrix and regression test were applied.

### **4.1 Sample**

To test the hypotheses, the data was collected from the one of the leading Banking company that serves in the Turkey. Data was collected from employees who work for different department with different positions in the Bank with a time lag of one week. The banking sector was chosen because the data was more reachable and reliable. Also when the previous studies were examined, these variables have been stated rarely in Turkey also in international studies.

The sample was chosen from a Bank. The overall population of the Bank is 20.000 including branches and Call Center employees. The survey sent to head quarter employees of the Bank over 300 people of 1000 head quarter employees. 300 employees were chosen based on different departments and different tenure level. The sample was chosen from just the head quarter, because the data from different branches of the bank from all over the Turkey would not be homogenous.

In this study it was aimed to measure the variables within the same company within same corporate culture to evaluate affects of distributive justice perception of employees and work engagement to organizational affective commitment and their job performance.

83 employees participated to survey, and 79 of them completed all questions.

### **4.2 Scale**

To collect information an online survey was used to gather data from employees (See Appendix A for Turkish version , Appendix B for English version of survey)

The questionnaire included distributive justice, work engagement, adaptive and creative performance, and affective commitment measures as well as questions about respondents' profile (i.e., age, gender, education, tenure, marital status, department, position).

During the survey, 6-point Likert type scale developed by Niehoff and Moorman (1993) as used to measure, distributive justice, work engagement, organizational commitment and job performance. The aim of usage of 6-point Likert type scale was decreasing tendency of selecting the middle of it. The all questions were filled out by the employees.

The 12 item was used to measure distributive justice. This construct was measured from the distributive justice index of Price and Mueller (1986). Responses to the items in distributive justice were elicited on a six-point scale ranging from 6 (strongly agree) to 1 (strongly disagree). Higher scores demonstrated higher distributive justice.

The 6 items was used to measure job performance. 3 items of it was used to measure creative performance and the other 3 was used to measure adaptive performance. (After Cronbach alpha analysis, one of the creative performance questions was removed to increase reliability).

The 7 items was used to measure work engagement.

The 6 items was used to measure affective commitment scale developed by Allen and Meyer (1990).

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## **5. RESULTS**

### **5.1 Statistical Analysis**

After the data collection from survey, all the data was combined to analyze the descriptive statistics firstly. 83 answers have been analyzed with IBM SPSS Statistics Tool.

To measure the demographic variables like tenure, age t- test was used. For the other variables of demographic variables (department, educational level, marital status, position, gender) ANOVA was used.

All questions grouped by specific topic and measured their reliabilities with using of The Cronbach alpha. Until the reliability was meaningful, non significant questions were deleted.

After reliability analysis, both all questions and average of questions were analyzed by correlation analysis. The significant relationships were analyzed with multiple regression analysis to understand how the variables connected with each other.

### **5.2 Frequencies And Demographic Analysis**

In total, the data includes the five variables; distributive justice, work engagement, adaptive performance, creative performance, affective commitment as well as demographic measures (i.e., age, gender, education, tenure, marital status, department, position).

The five variables except the demographic variables include the nominal values so the mean, median, minimum and maximum values were defined have been shown in the Table 5.1.

**Table 5.1 : Descriptive Frequencies**

	<b>Creative Performance</b>	<b>Organizational Commitment</b>	<b>Work Engagement</b>	<b>Justice</b>	<b>Adaptive Performance</b>
Valid	78	78	78	83	78
Missing	5	5	5	0	5
Mean	4,7628	3,8056	4,1740	3,3373	4,9060
Median	5,0000	3,8333	4,2857	3,2727	5,0000
Std. Deviation	,73734	1,10959	,93795	1,04741	,58824
Minimum	2,50	1,67	1,57	1,64	3,00
Maximum	6,00	6,00	6,00	6,00	6,00

According to the Table 5.1, 5 of 83 employees did not complete the questioner after distributive justice questions.

As it was shown in Table 5.1, according to total mean of variables (6-Likert was used 6 (strongly agree) – 1 (strongly disagree)), employees justice of perception was quite low when it was compared with their performance measures.

Demographic variables include nominal values the mean, median, minimum and maximum values were defined have been shown in the Table 5.2

**Table 5.2 : Demographic Nominal Values**

	<b>Tenure</b>	<b>Tenure in finance sector</b>	<b>Tenure in company</b>	<b>Tenure in position</b>	<b>Age</b>
Valid	76	76	76	76	76
Missing	7	7	7	7	7
Mean	5,28	4,34	3,76	2,33	28,49
Median	5,00	4,00	3,00	2,00	27,00
Std. Deviation	3,613	3,572	3,187	1,587	3,807
Minimum	1	0	1	1	22
Maximum	16	15	13	8	39
Sum	401	330	286	177	2165

According to the gender statistics, it has been shown in the Table 5.3, the 61% of the employees is female where the male percentage is 30%.

Gender variables and other independent and dependent variables were analyzed with Anova to define whether there was a significant difference between male and female employees. But the results showed that there was not any statistically significant

difference between male and female employees. The data was homogeneous based on gender.

**Table 5.3 : Gender Distribution**

Gender	Frequency	Percent
Male	51	61%
Female	25	30%
Missing	7	8%
Total	83	100%

According to age statistics the data consists of 47% 22-27 year-old employees. It can be said that the sample data contains mostly young workers who work probably for their first job. It was considered while the conclusions were determined. It is also analyzed with Anova that whether there was a statistically significant relationship between age and other variables, but there was not statistically significant difference between different age range within sample.

**Table 5.4 : Age Distribution**

Age	Frequency	Percent
22-27	39	47%
28-33	26	31%
34-39	11	13%
Missing	7	8%
Total	83	100%

Employees marital status were shown in the Table 5.5 Mostly single employees were answered the survey. Marital status and other independent and dependent variables were analyzed with Anova to define whether there was a statistically significant difference between single and married employees. But the results showed that there was not any statistically significant difference between single and married employees. The data was homogeneous based on gender.

**Table 5.5 : Marital Status Distribution**

Marital Status	Frequency	Percent
Single	51	61%
Married	25	30%
Missing	7	8%
Total	83	100%

Tenure (tenure in total, tenure in finance sector, tenure in company, tenure in the position) has been categorized by the mean of values. (The median of data was shown in Table 5.2) For example for total tenure the median of employees tenure



was 5, so the data grouped by above 5 years tenure and by under 5 years tenure for understanding frequency. Tenure distribution was shown in the Table 5.6

**Table 5.6 : Tenure Distribution**

<b>Total Tenure</b>	<b>Frequency</b>	<b>Percent</b>
0-5 years	47	57%
6 and more years	29	35%
<b>Tenure in the finance sector</b>	<b>Frequency</b>	<b>Percent</b>
0-4 years	44	53%
5 and more years	32	39%
<b>Tenure in the company</b>	<b>Frequency</b>	<b>Percent</b>
0-3 years	43	52%
4 and more years	33	40%
<b>Tenure in the position</b>	<b>Frequency</b>	<b>Percent</b>
0-2 years	51	61%
3-5 years	21	25%
6 and more years	4	5%
Missing	7	8%
Total	83	100%

In this study, tenure was examined as tenure in total, tenure in finance sector, tenure in company and tenure in position were aimed. Anova was used to understand whether there was a statistically significant difference between tenure and other variables.

Four component of tenure were analyzed by Anova to understand whether there was statistically significant difference between tenure and other variables. It was found that there was a statistically significant difference between employee's tenure in finance sector and tenure in the company and their justice perception. Table 5.7 showed that there was statistically signifacnt relationship (Sig=0,029 which was less than 0,05;  $0,029 < 0,05$ ) employees perception of distributive justice and their tenure in the company.

**Table 5.7 : Tenure in the company - ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Adaptive Performance	Between Groups	2,988	10	,299	,989	,462
	Within Groups	19,641	65	,302		
	Total	22,629	75			
Creative Performance	Between Groups	4,006	10	,401	,690	,730
	Within Groups	37,731	65	,580		
	Total	41,737	75			
Affective Commitment	Between Groups	15,032	10	1,503	1,242	,282
	Within Groups	78,656	65	1,210		
	Total	93,687	75			
Work Engagement	Between Groups	12,649	10	1,265	1,536	,147
	Within Groups	53,528	65	,824		
	Total	66,177	75			
Distributive Justice	Between Groups	20,249	10	2,025	2,190	,029
	Within Groups	60,107	65	,925		
	Total	80,356	75			

After define the significant difference between distributive justice and tenure in the company, independent t test was conducted to variables to understand which group was different. Tenure in the company was grouped by two, 0-3 years tenure and 4 and more years. (It was grouped by two because median of tenure in company was 3 which was shown in Table 5.2) The results were shown in the Table 5.8 They were indicate that distributive justice difference between groups were statistically significant ( $0,013 < 0,05$ ).

**Table 5.8 : Tenure in the company t test**

		t-test for Equality of Means						
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
Distributive Justice	Equal variances assumed	2,557	74	0,013	0,58687	0,22947	0,12964	1,0441
	Equal variances not assumed	2,554	72,7	0,013	0,58687	0,22982	0,12879	1,04494

Table 5.9 showed that, perception of distributive justice of employees who have 0-3 years tenure in the company were higher than above 3 years tenure in the company.

**Table 5.9 : Tenure in the company - Means**

	Tenure in the Company	N	Mean	Std. Deviation	Std. Error Mean
Distributive Justice	0-3 years	40	3,58	0,98512	0,15576
	Above 3 years	36	2,99	1,01394	0,16899

Table 5.10 shows that there was statistically significant relationship (Sig=0,039 which was less than 0,05;  $0,029 < 0,05$ ) employees perception of distributive justice and their tenure in the finance sector.

**Table 5.10 : Tenure in the finance sector**

		Sum of Squares	df	Mean Square	F	Sig.
Adaptive Performance	Between Groups	4,468	14	,319	1,072	,400
	Within Groups	18,161	61	,298		
	Total	22,629	75			
Creative Performance	Between Groups	9,712	14	,694	1,321	,222
	Within Groups	32,025	61	,525		
	Total	41,737	75			
Affective Commitmen	Between Groups	19,860	14	1,419	1,172	,319
	Within Groups	73,827	61	1,210		
	Total	93,687	75			
Work Engagement	Between Groups	17,170	14	1,226	1,527	,129
	Within Groups	49,007	61	,803		
	Total	66,177	75			
Distributive Justice	Between Groups	24,758	14	1,768	1,940	,039
	Within Groups	55,598	61	,911		
	Total	80,356	75			

After define the statistically significant difference between distributive justice and tenure in the finance sector, Independent t test was conducted to variables to understand which group was different. Tenure in the company was grouped by two, 0-4 years tenure and 5 and more years. (It was grouped by two because median of tenure in the finance sector was 4 which was shown in Table 5.2) The results were shown in the Table 5.11 They were indicated that distributive justice perception difference between groups were statistically significant ( $0,026 < 0,05$ ).

**Table 5.11 : Tenure in the finance sector t test**

		t-test for Equality of Means						
		t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
							Lower	Upper
Distributive Justice	Equal variances assumed	2,262	74	,027	,52970	,23414	,06316	,99624
	Equal variances not assumed	2,279	68,71	,026	,52970	,23238	,06607	,99333

Table 5.12 showed that, perception of distributive justice of employees who have 0-4 years tenure in the finance sector was higher than above 4 years tenure in the finance sector.

**Table 5.12 : Tenure in the company - Means**

	Tenure in the Company	N	Mean	Std. Deviation	Std. Error Mean
Distributive Justice	0-4 years	44	3,5269	1,02732	,15487
	Above 4 years	32	2,9972	,98007	,17325

Employees' department and position information was shown in the Table 5.13. The data consists of 73% specialist employees. As it was mentioned above, the sample was young, low tenure and they were beginning of their carrier.

T test was conducted to analyze whether there was statistically significant relationship between position and other variables. There was not statistically significant relationship between position and other variables.

**Table 5.13 : Department and Position Distribution**

<b>Department - Position</b>	<b>Frequency</b>	<b>Percent</b>
Marketing	<b>32</b>	<b>39%</b>
<i>Specialist</i>	25	78%
<i>Manager</i>	7	22%
Sales	<b>5</b>	<b>6%</b>
<i>Specialist</i>	5	100%
<i>Manager</i>	0	0%
Operations	<b>13</b>	<b>16%</b>
<i>Specialist</i>	10	77%
<i>Manager</i>	3	23%
Human Resources	<b>8</b>	<b>10%</b>
<i>Specialist</i>	6	75%
<i>Manager</i>	2	25%
Call Center	<b>8</b>	<b>10%</b>
<i>Specialist</i>	7	88%
<i>Manager</i>	1	13%
Corporate Communication	<b>8</b>	<b>10%</b>
<i>Specialist</i>	6	75%
<i>Manager</i>	2	25%
Law	<b>2</b>	<b>2%</b>
<i>Specialist</i>	2	100%
<i>Manager</i>	0	0%
Missing	7	8%
Total	83	100%

### 5.3 Reliability Analysis

The consistency reliability of the variable scales was assessed using Cronbach's Alpha. Hair et al. 1998 (p.118) suggest an alpha value greater than .60 is acceptable for a newly developed instrument, and that standard was applied for this study. SPSS also calculates a reliability score if items are deleted, and items that reduced scale

reliability were eliminated. After reliability was confirmed, items in each scale were averaged to obtain a composite scale score for use in the subsequent analysis.

Cronbach's Alpha values were shown in the Table 5.14 They were calculated based on if items were deleted values. On the reliability analyze just one of the creative performance questions was deleted to increase reliability. Before the "I take initiatives while working on my work" question was exist on the analyze, Cronbach's Alpha was .657. It increased after deleting that item to .731

**Table 5.14 : Reliability Statistics**

Variables	Cronbach's Alpha	N of Items
Justice	0,944	11
Affective Commitment	0,926	6
Work Engagement	0,921	7
Creative Performance -After item deleted-	0,731	2
Adaptive Performance	0,718	3
Job Performance	0,75	5

As it was shown from Alpha values indicates that the questionnaire was reliable. Especially justice, work engagement and affective commitment questions were reliable than performance questions.

After reliability analysis factor analysis was conducted to check whether there were any homogeneous groups of variables were exist. Organizational commitment, job performance and justice were specified with questions. With these factor analysis, it has not expected that there were other homogenous groups within these questions. Actually factor analysis were conducted for understand whether there were subgroups in work engagement. But after analyze, it was defined that work engagement has not any other homogenous groups. All 7 questions were homogeneous and all represent work engagement.

Factor analysis scores were shown in table 5.15 As it represented all group of questions were homogenous.

**Table 5.15 : Factor Analysis Scores**

	<b>Item Loadings</b>	<b>Scale Alpha</b>
<b>DISTRIBUTIVE JUSTICE</b>		,944
<i>Justice_me_experience_prize</i>	,797	
<i>Justice_Colleague_exp_prize</i>	,855	
<i>Justice_me_knowledge_prize</i>	,870	
<i>Justice_Colleague_knowledge_prize</i>	,837	
<i>Justice_me_education_salary</i>	,790	
<i>Justice_colleague_education_salary</i>	,778	
<i>Justice_me_for_overtime</i>	,519	
<i>Justice_me_performance_prize</i>	,843	
<i>Justice_colleague_performance_prize</i>	,858	
<i>Justice_me_performance_salary</i>	,865	
<i>Justice_colleague_performance_salary</i>	,828	
<b>WORK ENGAGEMENT</b>		,921
<i>WE_willing_about_myjob_mornings</i>	,830	
<i>WE_fullofenergy_about_myjob</i>	,801	
<i>WE_enthusiasm_about_myjob</i>	,896	
<i>WE_proud_of_myjob</i>	,854	
<i>WE_focuson_myjob</i>	,736	
<i>WE_happy_about_work_alot</i>	,799	
<i>WE_myjob_has_purpose</i>	,862	
<b>AFFECTIVE COMMITMENT</b>		,926
<i>OC_happy_to_work_here_entire_myworklife</i>	,849	
<i>OC_feel_company_problems_as_my_own_problem</i>	,838	
<i>OC_company_has_special_meaning_for_me</i>	,826	
<i>OC_feel_belong_to_this_company</i>	,905	
<i>OC_love_working_for_this_company</i>	,902	
<i>OC_proud_of_telling_otherpeople_about_company</i>	,847	
<b>ADAPTIVE PERFORMANCE</b>		,718
<i>P_adaptive_unpredictible_conditions</i>	,768	
<i>P_nofear_about_new_responsibilities</i>	,844	
<i>P_handle_with_stressfull_situations</i>	,792	
<b>CREATIVE PERFORMANCE</b>		
<i>P_try_new_solutions_insteadof_routine</i>	,888	,731
<i>P_think_about_new_ideas_about_myjob</i>	,888	

#### 5.4 Correlation Analysis

The means, standard deviations, and correlations related to all factors of independent and dependent variables of the study were shown in Table 5.16 In general there were mostly statistically significant relations between variables.

**Table 5.16 : Correlation Analysis Scores**

	Mean	Std. Deviation	1	2	3	4	5	6
Creative Performance	4,7628	,73734	1					
Affective Commitment	3,8056	1,10959	,382**	1				
Work Engagemenrt	4,1740	,93795	,451**	,724**	1			
Adaptive Performance	4,9060	,58824	,427**	,347**	,423**	1		
Distributive Justice	3,3373	1,04741	,021	,230*	,148	-,026	1	
Job Performance (Adaptive&Creative)	4,8487	,54814	,813**	,429**	,515**	,874**	-,005	1

Note: All variables are scored on a 1 to 6 point scale.

\* Correlation is significant at the .05 level (2-tailed).

\*\* Correlation is significant at the .01 level (2-tailed).

As it shown from table, almost every variable have significant relationship with each other except distributive justice. Distributive justice has only one significant relationship between affective commitment. According to our sample data, employees distributive justice perception was not so significant like recent studies.

There were statistically significant relationship between organizational affective commitment and creative performance, adaptive performance, work engagement and justice These correlations were significant at the ,01 level which refer that they were affecting each other. But correlation analysis will not give the how affects each other. So it was conducted multiple regression to understand the level of relation. These relationships were also mentioned in this study's hypothesis. (H1, H5, H6)

Except the relationship between distribution justice and work engagement, the other relations were supported with correlation analysis. With regression analysis the prediction was analyzed between variables.

Correlation matrix was shown in Table 5.8 indicates that, there was a statistically significant correlation between affective commitment and creative performance (,382) , work engagement and creative performance (,451) , work engagement and affective commitment (,724) , affective commitment and adaptive performance (,347) , work engagement and adaptive performance (,423) , job performance (adaptive & creative) and affective commitment (,429) , job performance (adaptive & creative) and work engagement (,515) at the ,01 level. Also there was a significant relationship between distributive justice and affective commitment at the ,05 level.

## 5.5 Regression Analysis

Regressions analysis were conducted in order to test study's hypothesis. Step-wise method was used in regression processes.

In this study, as a significant level, "0,05" is used which means that 95% confident that the relationship between the two variables were not due to chance.

### 5.5.1 Work engagement and affective commitment

Regression Analysis was used to define the contribution of organizational trust to organizational commitment. Results were significant at 0,05% level and they were shown in the Table 5.17 and Table 5.18.

**Table 5.17 :** Summary (Affective Commitment and Work Engagement)

	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model	,724 <sup>a</sup>	,524	,518	,77040

As it was shown in Table 5.10 affective commitment has been determined 52% by motivation.

At it was shown in analysis, there was a positive relationship between work engagement and affective commitment. Results indicated that independent variable "work engagement" has statistically significant contributions to affective organizational commitment.

It can be formulated like below,

$$\text{Affective commitment} = 0,231 + (0,856) * \text{work engagement}$$

**Table 5.18 :** Affective Commitment and Work Engagement 5.10

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,231	0,4		0,576	0,566
<b>Work Engagement</b>	0,856	0,094	0,724	9,15	0

Dependent Variable: Affective Commitment

In light of this finding, Hypothesis 1 was supported.



### 5.5.2 Work engagement and job performance

Regression Analysis was used to define the contribution of work engagement to job performance (creative and adaptive job performance. Firstly relationship with adaptive performance and work engagement were analyzed. Results were statistically significant at 0,05% level and they were shown in the Table 5.19 and Table 5.20.

**Table 5.19 :** Summary (Work Engagement and Adaptive Performance)

	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model	,515 <sup>a</sup>	,265	,256	,47287

As it was shown in Table 12, it was seen that adaptive performance has been determined 26% by work engagement.

At it was shown in analysis, there was a positive relationship between work engagement and adaptive performance. Results indicated that independent variable “work engagement” has statistically significant contributions to affective adaptive performance.

It can be formulated as follow,

$$\text{Adaptive Performance} = 3,592 + (0,301) * \text{Work Engagement}$$

**Table 5.20 :** Adaptive Performance and Work Engagement

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,592	,246		14,619	,000
<b>Work Engagement</b>	,301	,057	,515	5,241	,000

Dependent Variable: Adaptive Performance

After the analyze of relationship between adaptive performance and work engagement, creative performance affect was analyzed. Results were shown in the Table 5.21 and Table 5.22.

**Table 5.21 : Summary (Creative Performance and Work Engagement)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,451 <sup>a</sup>	,203	,193	,66249

As it was shown from table, it was seen that adaptive performance has been determined 20% by work engagement. When it was compared with adaptive and creative performance, contribution of adaptive performance to work engagement was more significant statistically.

The Table 5,22 showed that, there was a positive relationship between work engagement and adaptive performance. Results indicated that independent variable “work engagement” has statistically significant contributions to creative performance. It can be formulated as follow;

$$\text{Creative Performance} = 3,284 + (0,354) * \text{Work Engagement}$$

**Table 5.22 : Creative Performance and Work Engagement**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,284	,344		9,539	,000
<b>Work Engagement</b>	,354	,080	,451	4,402	,000

Dependent Variable: Creative Performance

After analyzing the adaptive and creative performance regressions, total job performance was analyzed to define contribution of work engagement. Summary table Table 5,23 showed that contribution of total job performance to work engagement is also 26%.

**Table 5.23 : Summary (Job Performance and Work Engagement)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,513 <sup>a</sup>	,263	,254	,44505

As it was shown in the Table 5,24, there was also positive relationship between total job performance and work engagement. It can be formulated as follow;

$$\text{Job Performance} = 3,670 + (0,282) * \text{Work Engagement}$$

**Table 5.24 : Job Performance and Work Engagement**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,670	,231		15,870	,000
<b>Work Engagement</b>	,282	,054	,513	5,211	,000

Dependent Variable: Job Performance (including adaptive and creative performance)

In light of this finding, Hypothesis 2 was supported.

### 5.5.3 Distributive justice and job performance

As the correlation matrix in the Table 5.25 showed that, scope of our sample data, there was not any direct statistically significant relationship between distributive justice and job performance (adaptive and creative performance)

**Table 5.25 : Correlation between Job Performance and Distributive Justice**

	Distributive Justice	Creative Performance	Adaptive Performance
Distributive Justice	1		
Creative Performance	,021	1	
Adaptive Performance	-,005	,813**	1

\*\* Correlation is significant at the .01 level (2-tailed).

The variables did not analyzed by regression analyze. But as it was shown in correlation matrix (Table 5.16) and from our model (Figure 3.1) , there was a relationship between employee's justice perception and their affective commitment. And also there was a relationshiop between affective commitment and job performance. Distributive justice perception affects job performance through affective commitment.

In the light of analysis, H3 was partly supported.

#### 5.5.4 Distributive justice and work engagement

As the correlation matrix in the Table 5.26 showed that, scope of our sample data, there was not any direct statistically significant relationship between distributive justice and work engagement.

**Table 5.26 :** Correlation between Work Engagement and Distributive Justice

	Distributive Justice	Work Engagement
Distributive Justice	1	
Work Engagement	,148	1

With the scope of sample data, the results indicate that there was not direct statistically significant relationship work engagement. H4 was not supported.

#### 5.5.5 Distributive Justice and Affective Commitment

Regression Analysis was used to define the contribution of distributive justice to affective organizational commitment. Results were shown in the Table 5.27 and Table 5.28.

The summary Table 5.27 shows that affective commitment has been determined 8% by distributive justice. The low contribution was expected, because of correlation matrix indicate that there was significant relationship between distributive justice and affective commitment in the level of 0,05 level.

**Table 5.27 :** Summary (Affective Commitment and Distributive Justice)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,230 <sup>a</sup>	,083	,061	1,08682

The Table 5.28 shows that, positive relationship exists between distributive justice and affective commitment. Results indicates that independent variable “distributive justice” has statistically significant contributions to affective commitment.

It can be formulated like below,

$$\text{Affective Commitment} = 2,991 + (0,244) * \text{Distributive Justice}$$

**Table 5.28 : Affective Commitment and Distributive Justice**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,991	,413		7,236	,000
<b>Distributive Justice</b>	,244	,118	,230	2,064	,042

Dependent Variable: Affective Commitment

In the lights of analysis, H5 was supported.

### 5.5.6 Organizational commitment and job performance

Regression Analysis was used to define the contribution of affective commitment to job performance (creative and adaptive job performance). Firstly relationship with adaptive performance and affective commitment were analyzed. Results were significant at 0,05% level and they were shown in the Table 5.29 and Table 5.30.

**Table 5.29 : Summary (Affective Commitment and Adaptive Performance)**

	R	R Square	Adjusted R Square	Std. Error of the Estimate
Model	,429 <sup>a</sup>	,184	,174	,49830

As it was shown in Table 5,30 it was seen that adaptive performance has been determined 18% by affective commitment.

Results indicated that “affective commitment” has statistically significant contributions to adaptive performance.

It can be formulated as follow,

Adaptive Performance= 4,042+ (0,212)\*affective commitment

**Table 5.30 : Affective Commitment and Adaptive Performance**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,042	,203		19,932	,000
<b>Affective Commitment</b>	,212	,051	,429	4,144	,000

Dependent Variable: Adaptive Performance

After the analyze of relationship between affective commitment and adaptive performance, contribution of creative performance was analyzed. Results were shown in the Table 5.31 and Table 5.32.

**Table 5.31 : Summary (Affective Commitment and Creative Performance)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,382 <sup>a</sup>	,146	,135	,68586

As it was shown from table, it was seen that creative performance has been determined 15% by affective commitment. Analyze results indicated that the “affective commitment” has significant contributions to creative performance. It can be formulated as follow,

$$\text{Creative Performance} = 3,797 + (0,254) * \text{Affective Commitment}$$

**Table 5.32 : Affective Commitment and Creative Performance**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3,797	,279		13,603	,000
<b>Affective Commitment</b>	,254	,070	,382	3,604	,001

Dependent Variable: Creative Performance

After analyzing the adaptive and creative performance regressions, total job performance was analyzed to define contribution of work affective commitment. Summary Table 5.33 showed that contribution of total job performance to work engagement was 19% It was a bit high value of both adaptive and creative performance individual values.

**Table 5.33 : Summary (Affective Commitment and Job Performance)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,434 <sup>a</sup>	,189	,178	,46706

As it was shown in the Table 5.34, there was also positive relationship between total job performance and affective commitment.

It can be formulated as follow,

$$\text{Job Performance} = 4,079 + (0,202) * \text{Affective Commitment}$$

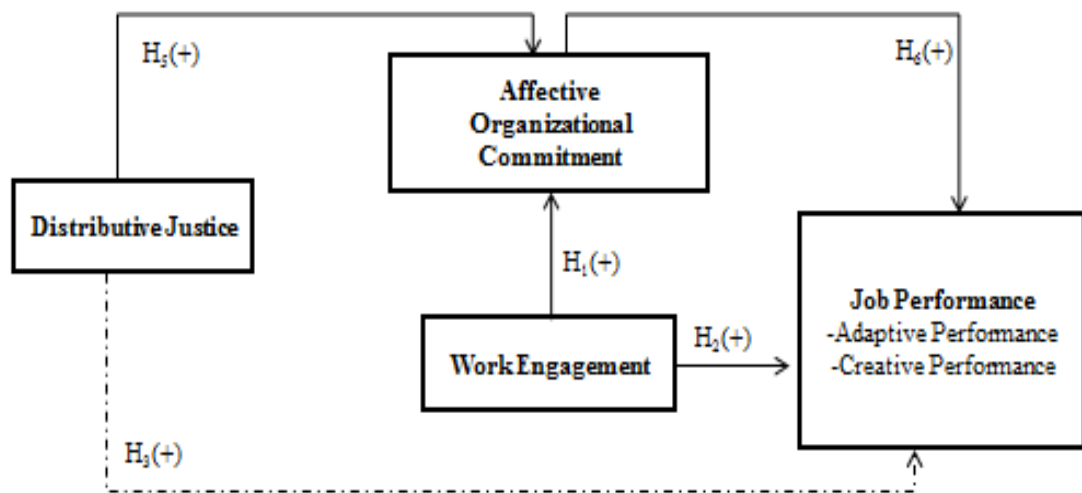
**Table 5.34 :** Affective Commitment and Job Performance

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4,079	,190		21,462	,000
<b>Affective Commitment</b>	,202	,048	,434	4,202	,000

Dependent Variable: Job Performance (including adaptive and creative performance)

In light of this finding, Hypothesis 6 was supported.

In the light of all findings the revised model of the study was shown in Figure 5.1



**Figure 5.1 :** Revised Contextual Framework

## **6. CONCLUSIONS AND RECOMMENDATIONS**

### **6.1 Discussion**

The aim of the study was to explain the role of distributive justice and work engagement as antecedents of job performance (adaptive and creative) and affective commitment of employees in a bank in the service sector.

Work engagement was found to have a positive association with affective commitment. These findings were supported by Ahmad et al. (2005) , Albrecht (2011) who investigated that work engagement has significant influence affective commitment across a diverse range of occupations. As it was supported in our study, when employees engaged level of their work would increase, their commitment to organization will also increase.

Work engagement was one of the important antecedents of job performance variable. Several recent studies have indeed shown that work engagement was positively related to job performance (Demerouti & Cropanzano, 2010). As the results of our study showed that, there was statistically significant relationship between employees who work for a Bank, work engagement and their adaptive and creative performance which these types of performance are more important to get significant success for companies when it was compared with task performance. The contribution of the present study was that it expands previous studies that have shown that work engagement is positively related to job performance with a view of sample of Bank employees (Bakker & Bal, 2010; Bakker & Xanthopoulou, 2009; Halbesleben & Wheeler, 2008; Salanova et al., 2005; Xanthopoulou et al., 2009).

Relationship between employees perception of distributive justice and their job performance was not significant statistically in our sample data. Although there were some studies investigated that there was significant direct relationship between justice and job performance and turnover intention (Aryee et al., 2004; Hemdi & Nasuridin, 2008; Lee et al., 2010), some of the recent studies indicated that there was not direct relationship between justice and job performance (Erdogan, 2002) . In our



study, it was found that distributive justice was linked to job performance through affective commitment. So it can be said that H3 was partly supported. It was indicated that, young Bank workers justice perceptions influences their commitment which affects creative and adaptive job performance.

In the scope of our sample data, there was not found direct statistically significant relationship between employees distributive justice perception and their level of work engagement. The study of Saks et al. indicates that there was relationship between justice perception and work engagement. When the components of justice were investigated individually, procedural justice perception was more related than other types of justice. In our study at the significant level of 0.05, there was not direct relationship between distributive justice and work engagement. One of the major reason of this is the corporate culture. The justice perception of the employees from the Bank was not related with their engagement of the work.

The results clearly showed that there was a statistically significant relationship between distributive justice and affective commitment. As it was defined the recent studies (e.g McFarlin & Sweeney, 1992; Randall & Mueller, 1995; Fasolo, 1995; Moideenkutty et al.,2001) employee's perception of distributive justice was related with ther affective commitment to organization. When the employees trust the company that they got paid and prizing fairly, their commitment to organization will be high. This study expands the studies which were studied relationship between justice and organizational commitment (Fasolo, 1995; Moideenkutty et al.,2001) work engagement and affective commitment (Albrecht, 2010; Hallberg and Schaufeli 2006); commitment and job performance (Chen, Silverthrone and Hung, 2006; Clarke, 2006).

According to study of Loi et al. ,employees intention to leave from the company will decrease if they have commitment to organization.

Affective commitment of employees was one of the important antecedents of job performance variable. Several recent studies (Chen, Silverthrone and Hung (2006) ; Clarke (2006) have indeed shown that there was positively statistically significant relationship between affective commitment and job performance. In our study, when employees have high level of affective commitment, their adaptive and creative performance increase.

Additionally, in this study, there were not directly significant affect of demographic variables on variables. But when tenure in finance sector and tenure in the Bank were grouped, they have statistically significant difference on employees distributive justice perception. Distributive justice perception of employees over 3 years on the Bank and over 4 years on the finance sector was lower than the employees who have low tenure in the Bank and in finance sector. It was indicated that, employees trust of justice was decreasing after years.

## **6.2 Managerial Implications**

Business life is getting more and more competitive every day and it makes difficult for organizations to survive. To keep qualified employees is very important for organizations to be able to survive in this competitive business life. Organizations' power to a large extent depends on employees' commitment to their organizations and to their works.

This thesis presents a framework for Banking industry that, for gaining competitive advantage, besides the companies serve the fair place for work in terms of distributive justice, they should focus on work engagement and commitment to get better and creative performance from the employees.

This study shows to the managers when employees feel the trust in the company, their commitment to organization will be increase in addition to increase job performance.

## **6.3 Limitations and Future Research**

Antecedents of job performance are an important part of organizational success. Even researchers study and examine the process, there is a still a great need for further research to understand it in terms of commitment, work engagement and justice perception.

Although this study gives inside about relations between variables, for further research to undertand the justice and work engagement affect on affective commitment and job performance, the specified variables like affective commitment and distributive justice can be enlarged.

The next studies can analyze the effect of procedural and interactional justice and also they can focus on total organizational commitment components including normative and continuance commitment.

Even this study's data was reliable, for further studies it is needed to reach to more employees to get better results. This study's data consist of private Bankers, for next research to focus on the employees of public companies to understand their justice perceptions and their effects. The results would be same in other sectors like Banking. But justice perception and their commitment level can be changed from employees of fast changing sectors like high technology or fast moving consumer goods sector. The major results would not be changed but degree of relationship level would be different. The next studies can study these variables in other sectors.

These future directions could increase the knowledge and experience about the antecedents of job performance and organizational commitment.



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## APPENDIX A

Sayın Katılımcı;

Bu anket, İstanbul Teknik Üniversitesi Fen Bilimleri Enstitüsü İşletme Mühendisliği Yüksek Lisans çalışması olarak “Kuruma Bağlılık Ve Performans Öncülleri Olarak Dağıtımsal Adalet Ve İşe Adanmışlığın Rolü: Banka’da Ampirik Bir Uygulama” başlıklı çalışma kapsamında hazırlanmıştır. Çalışma kapsamında geliştirdiğimiz ve aşağıda sunulan anketimizde size en uygun yargıyı tarafsız olarak işaretlemeniz sözü edilen çalışmaya önemli katkı sağlayacaktır. Elde edilen bilgiler sadece bilimsel amaçlar için kullanılacak ve kesinlikle gizli tutulacaktır.

Yapılacak istatistiksel analizlerin anlamlı sonuçlar vermesi açısından tüm soruları cevaplandırmanızı rica ederiz. Değerli katkılarınızdan ve kıymetli vaktinizi ayırdığınızdan dolayı çok teşekkür ederiz.

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*Aşağıdaki ifadelere katılma derecenizi 1-Kesinlikle katılmıyorum, 2-Katılmıyorum, 3-Kısmen katılmıyorum, 4-Kısmen Katılıyorum, 5- Katılıyorum, 6-Kesinlikle katılıyorum olacak şekilde 1-6 arasında değerlendiriniz.*

1. İş ile ilgili sahip olduğum tecrübelerime göre kurumun bana sağladığı ödülleri (terfi, yan haklar vb) adil bulurum
2. Çalışma arkadaşlarımda tecrübeleri ile kıyasladığımda kurumun bana sağladığı ödülleri (terfi, yan haklar vb) adil bulurum
3. İş ile ilgili sahip olduğum bilgi ve becerilere göre kurumun bana sağladığı ödülleri (terfi, yan haklar vb) adil bulurum
4. Çalışma arkadaşlarımda bilgi ve becerileri ile kıyasladığımda kurumun bana sağladığı ödülleri (terfi, yan haklar vb) adil bulurum
5. Eğitim seviyeme göre kendi ücretimin adil olduğunu düşünürüm
6. Çalışma arkadaşlarımda eğitim seviyeleri ile kıyasladığımda kendi ücretimin adil olduğunu düşünürüm
7. İşe yönelik fazladan gösterdiğim çabanın ( fazla mesai, kendi görevlerim dışında yaptığım işler) karşılığını adil bir biçimde alırım
8. Ortaya koyduğum performansla göre bu kurumun bana sağladığı ödüllerin (terfi, yan haklar vb) adil olduğunu düşünürüm

9. Çalışma arkadaşlarımla performansları ile kendi performansımı kıyasladığımda bu kurumun bana sağladığı ödüllerin adil olduğunu düşünürüm
10. Ortaya koyduğum performansa göre kendi ücretimin adil olduğunu düşünürüm
11. Çalışma arkadaşlarımla performansları ile kendi performansımı kıyasladığımda kendi ücretimin adil olduğunu düşünüyorum.
12. İşimle ilgili beklenmedik problemler ortaya çıktığında bununla başa çıkabilirim
13. Yeni görev ve sorumluluklar verildiğinde bu durum beni korkutmaz
14. İşimle ilgili stresli konular olduğunda bunun üstesinden gelebilirim
15. Görevlerimi yerine getirirken inisiyatif alırım
16. İşimle ilgili konularda bilindik/rutin sorun çözme yöntemleri yerine farklı çözüm yolları ararım
17. İşimle ilgili yeni fikirler geliştiririm
18. Sabah uyandığımda işe gitmek için istekli olurum
19. İşimi yaparken enerji dolu olurum
20. İşimi hevesle yaparım
21. Yaptığım işle gurur duyarım
22. Çalışırken yaptığım işe kendimi kaptırırım
23. Yoğun çalıştığım zamanlarda kendimi mutlu hissederim
24. Yaptığım işi anlam ve amaç dolu bulurum
25. Kariyer hayatımın geri kalan kısmını bu kurumda tamamlamaktan mutluluk duyarım
26. Bu kurumun karşılaştığı her problemi kendi problemim gibi hissederim
27. Bu kurumda çalışmanın benim için özel (kişisel) bir anlamı var
28. Çalıştığım kuruma karşı güçlü bir aidiyet hissi duyuyorum
29. Bu kurumda çalışmayı seviyorum
30. Bu kurumda çalıştığımı diğer insanlara anlatmaktan gurur duyuyorum

#### **DEMOGRAFIK ÖZELLİKLER:**

Cinsiyetiniz: ( ) Kadın ( ) Erkek

Yaşınız:

Medeni durumunuz: ( ) Bekar ( ) Evli

Eğitim durumunuz: ( ) İlköğretim ( ) Lise ( ) Ön Lisans ( ) Lisans ( ) Yüksek

Lisans ( ) Doktora

Çalıştığınız departman: ( ) Pazarlama ( ) Satış ( ) Operasyon ( ) İnsan

Kaynakları ( ) Çağrı Merkezi ( ) Kurumsal İletişim ( ) Hukuk

Çalıştığınız pozisyon: ( ) Yetkili/Uzman ( ) Yönetici/Müdür

Kaç yıldır çalışıyorsunuz?

Kaç yıldır finans sektöründe çalışıyorsunuz?

Kaç yıldır bu kurumda çalışıyorsunuz?

Kaç yıldır bu pozisyonda çalışıyorsunuz?

## APPENDIX B

Dear Participant;

This survey was prepared as a Master Thesis of Istanbul Technical University, the programme of Management Engineering. The topic was The Role Of Distributive Justice And Work Engagement As The Antecedents Of Affective Commitment and Job Performance: An Empirical Study In Bank". The answers which you gave will be confidential.

Thank you for your time and attention.

**Thesis Student**

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*Give the answer of questions as follow as 1-Strongly Disagree 2-Disagree 3-Slight Disagree, 4- Slight Agree, 5- Agree, 6-Strongly Agree*

1. According to my experience, I'm fairly rewarded in my company.
2. According to experience of my colleagues, I'm fairly rewarded in my company.
3. According to my knowledge, I'm fairly rewarded in my company
4. According to knowledge of my colleagues, I'm fairly rewarded in my company.
5. According to my educational level, my salary is fair.
6. According to educational level of my colleagues, my salary is fair
7. I get fairly reward and salary when I'm working overtime
8. According to my job performance, I'm fairly rewarded in my company.
9. According to job performance of my colleagues, I'm fairly rewarded in my company.
10. According to my job performance, my salary is fair.
11. According to job performance of my colleagues, my salary is fair.
12. I can handle with unexpected situations about my work.
13. New responsibilities are not scared me.
14. I can handle with stressful situations.
15. I take initiatives when I'm working.
16. I always looking for new solutions instead of routine problem solving.
17. I develop new ideas about my work.
18. I would be willing to go to work when I wake up in the morning

19. I would be full of energy while doing my job
20. I do my job with enthusiasm
21. I'm proud of what I'm doing.
22. I lost myself while I'm working
23. I feel happy, when I work hard.
24. I find my job that I've done full meaning and purpose
25. I will be happy to finish my career in this company
26. Any problems faced by these company, I felt like my own problems
27. It has a private meaning for me to work in this company
28. I feel strongly belonging to this company.
29. I love working for this company.
30. I'm proud of telling other people that I'm working for this company.

**DEMOGRAPHIC CHARACTERISTICS:**

Gender : ☐ Female ☐ Male

Age

Marital Status: ☐ Single ☐ Married

Educational Level ☐ Primary School ☐ High School ☐ Associate ☐

Bachelors Degree ☐ Master Degree ☐ Doctorate

Department: ☐ Marketing ☐ Sales ☐ Operation ☐ Human Resources ☐

Call Center ☐ Corporate Communication ☐ Law

Position: ☐ Specialist ☐ Manager

How many years do you work?

How many years do you work in finance sector?

How many years do you work for this company ?

How many years do you work for this position?





## **CURRICULUM VITAE**

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### **Professional Experience and Rewards:**

I graduated from the Industrial Engineering Department

I have been working as a Product Management Specialist in the Banking Industry.



